

74-7702

DD/A 74-4248

5 NOV 1974

MEMORANDUM FOR: Director of Central Intelligence

FROM : Deputy Director for Administration

SUBJECT : Activities of the DD/A Advisory Group, FY 1974

1. This memorandum provides a brief report on the activities of the DD/A Advisory Group (AAG) during FY 1974.

2. The Group was established on 2 July 1973 as a forum for continuing dialogue between senior management and employees. It is composed of nine members--one from each DD/A Office and one from the Administration Career Service. Under the original guidelines, the purpose of the Group was to study issues and problems affecting the Directorate and to make recommendations for improvement. While suggestions from employees were to be welcomed, the Group was instructed to avoid personal grievances.

3. During the first year, the Advisory Group altered its operating procedures. As a result of advertising its existence and interactions with Directorate management, the Group has become involved with not only more, but broader, concerns. Consequently, new procedures have been devised to handle this increase in activity. Issues or problems are now screened in an effort to determine appropriate action. In addition to this screening activity, the Group submits recommendations to the DD/A for his consideration in the form of brief memoranda. This represents a departure from prior approaches to the Group's activity in which a number of in depth research reports were submitted. These changes have permitted the Group to focus its efforts on a greater number of priority issues having Agency-, Directorate-, and Office-wide impact.


4. Obviously, not every item considered by the Advisory Group resulted in a demonstrable change in policies or functioning of the DD/A. A number of issues covered and investigated by the Group did not culminate in a suggestion for action to the DD/A. In the majority of these cases, investigation showed that efforts were being made elsewhere to satisfy the particular need. In other cases, the issue was brought to the attention of the Group by an outside party, and discussion within the Group indicated the issue was not of significant magnitude to warrant further discussion. In these cases, the employee who brought the issue to the attention of the Group was informed of the decision. However, the importance of these items should not be underemphasized, since in many cases AAG investigation of the issue stimulated interest and action on the part of the responsible component or individual.

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5. It may be recalled that I did not assume my present position until 3 August 1974, so that my direct involvement in the deliberations of the Advisory Group is of relatively short duration. John McMahon has been in attendance at the two meetings held under my cognizance, and as a standard practice he plans on attending all future sessions. I have not made any major change in the basic AAG charter, but it has been pointed out to the various members that it would be extremely helpful to use the Group as a "sounding board" and communications link to the young officers in the Directorate. I did solicit the views of the Advisory Group before initiating any action on changing the name of the Directorate.

6. Over the year, the Advisory Group was involved in the preparation of twenty-two major proposals on various facets of Directorate activities. A few of the more important earlier suggestions are again being reviewed in order to determine their efficacy. My preliminary feeling is that the AAG meeting offers an excellent forum for any honest exchange of views with younger officers, and there are obvious built-in benefits by opening up lines of communications. It would be my hope that the Advisory Group will focus on worthwhile issues and not get bogged down on items of no great significance.

7. I have attached a selected summary of ten items considered by the DD/A Advisory Group during FY 1974. This provides a reasonably good sampling of the problems and issues which were addressed by AAG.

  
John F. Blake  
Deputy Director  
for  
Administration

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Att.

AAG Selected Summary

1. Publicizing of Promotions and QSI's. The publicizing of promotions and QSI's in the DD/A was recommended and adopted to alleviate the whispering campaigns which followed most promotion cycles. People are motivated by seeing their name in print and being complimented by their fellow workers for their accomplishments. The publication of promotion lists eliminated embarrassment caused some employees by the "rumor mill" when congratulations are extended to personnel who have not been promoted. This is in keeping with the Agency's general desire to recognize employees' achievements.

2. VIP Unit Price. The Voluntary Investment Program (VIP) produces for employees who participate in the program quarterly reports showing their contribution, unit price, units purchased and total units owned. Between these reports, no information was available concerning the unit price. The Group suggested that the biweekly unit price which is computed every pay day be posted on the bulletin boards. This suggestion was implemented.

3. Control of DD/A-Designated Positions in Other Directorates. The AAG believes that the DD/A should have primary control of its positions, not only at Headquarters, but overseas as well. The current practice of other Directorates controlling DD/A-designated positions constrains DD/A career planning of personnel resources. The DD/A Offices were asked to comment on changing this practice. Most of the responses were opposed to such a change for reasons of organization and budget. The present procedure was retained.

4. Honor and Merit Awards. Considerable research was performed by AAG members on the use and misuse of the Agency's Honor and Merit Awards program. This research revealed that promotions and QSI's are often the only incentives considered by supervisors. The Honor and Merit Awards program is sometimes ignored until an outstanding employee nears retirement, when he or she is finally nominated. This study resulted in the publication of Headquarters [REDACTED] encouraging the use of the Agency's award program "as soon after occurrence as possible."

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5. Items for the Official Bulletin Board. The AAG submitted to the DD/A a proposal to publish information on the Official Bulletin Board in the form of one-liners under the caption, "Did You Know That:". Information on new regulations, reminders of existing policy, changes in training criteria, etc., would be stated briefly, followed by the office and telephone number where full details could be obtained.

6. Redundancy and/or Excessive Distribution of Computer Printouts. The Group discussed ways to reduce the redundancy and/or excessive distribution of computer printouts. In researching this problem with OJCS, the Group found that OJCS semiannually prepares a list of computer printouts and sends these to the involved office. The using office then reviews the list and informs OJCS of deletions. The Group passed this information to the DD/A with the recommendation that OJCS follow up on the listings to make certain the office verify need for the report.

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7. CIA Exhibits Displays. The AAG proposed to the DD/A that the CIA "in-house" displays put on by the Fine Arts Commission be shown to the general public in either the Science and Technology building of the Smithsonian Institution, or the Library of Congress. The purpose of the displays would be primarily educational with an eye toward public relations and long-term recruitment. Some of the ideas for displays included:

- a. The award-winning drug display.
- b. The Cuban missile crisis display.
- c. A display showing commercial applications of products currently on the market that CIA originally engineered (e.g., Xerox Telephonic copying, metal detectors for airport use, etc.)
- d. A CIA books and publications display showing our contributions to the President and other government agencies.

8. Suggested Format for Office Reviews. A verbal request was made by the DD/A as to the most desirable format for office reviews (conferences). After reviewing several agendas, the activities which occurred, and discussing with personnel who attended the various reviews or conferences, it was recommended that the three-day conference in the Office of Finance format was the most desirable.

9. AAG Publicity. The AAG discovered from its contacts that the purpose of the Group was not well understood by DD/A personnel. In order to clarify the purpose of the Group a memorandum to all DD/A careerists was drafted. Included in the memo was a statement by the DD/A defining the functions of the Group. The names of the Advisory Group members were also listed. The DD/A memo was issued on 21 May 1974.

10. Casual Dress Code. In response to the necessity of conserving energy, guidelines went out to the various government agencies in the spring of 1974 recommending changes in office temperatures. Many agencies responded by implementing what was called a "casual dress code" relaxing either prescribed or traditionally accepted standards of dress so employees would feel more comfortable. This Agency did not formally make a statement concerning a casual dress code. The AAG felt management should make a statement concerning acceptance of this code. Management felt a relaxation of the dress code to a more casual situation was acceptable, but administration of same was very difficult. The preference was to let the situation take a natural course allowing standards to relax by way of grapevine communication rather than by formal edict from DD/A position. AAG concurred with this interpretation.

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